Canadian Intergovernmental Conference Secretariat

2015–16

Report on Plans and Priorities

The Honourable Denis Lebel
Minister of Infrastructure, Communities and Intergovernmental Affairs;
Minister of the Economic Development Agency of Canada for the Regions of Quebec; and
President of the Queen's Privy Council for Canada

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Table of Contents

Minister's Message 1

Section I: Organizational Expenditure Overview 3

- Organizational Profile 3
- Organizational Context 3
- Planned Expenditures 9
- Alignment of Spending With the Whole-of-Government Framework 10
- Departmental Spending Trend 10
- Estimates by Vote 11

Section II: Analysis of Program by Strategic Outcome 13

- Strategic Outcome 13
- Program 1.1: Conference Services 13
- Internal Services 15

Section III: Supplementary Information 17

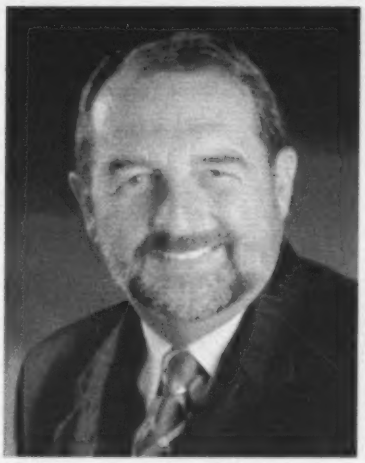
- Future-Oriented Statement of Operations 17
- Supplementary Information Tables 18
- Tax Expenditures and Evaluations 18

Section IV: Organizational Contact Information 19

Appendix: Definitions 21

Endnotes 25

Minister's Message



As president of the Queen's Privy Council for Canada, I am pleased to table the Canadian Intergovernmental Conference Secretariat's (CICS) *Report on Plans and Priorities* for the fiscal year 2015-16.

CICS provides professional administrative services for the planning and conduct of senior level federal-provincial-territorial and provincial-territorial conferences held across Canada.

Along with the added benefits of confidentiality, impartiality and expertise in service delivery, CICS offers governments increasingly important cost efficiencies when organizing these intergovernmental meetings.

CICS is also committed to evolving alongside the changing needs of its clients and is dedicated to modernizing how intergovernmental business is conducted. Of particular note this year, the organization introduced virtual conferences as part of its service delivery model.

During fiscal year 2015-16, the agency will continue to explore new government partnerships, embrace innovation, review and adapt management practices to increase efficiencies and continue to promote a values-based, positive and healthy working environment.

The Honourable Denis Lebel
Minister of Infrastructure, Communities and Intergovernmental Affairs
Minister of the Economic Development Agency of Canada for the Regions of Quebec
President of the Queen's Privy Council for Canada

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: The Honourable Denis Lebel

Institutional Head: André M. McArdle, Secretary

Ministerial Portfolio: Minister of Infrastructure, Communities and Intergovernmental Affairs; Minister of the Economic Development Agency of Canada for the Regions of Quebec; and President of the Queen's Privy Council for Canada.

Enabling Instrument: The Canadian Intergovernmental Conference Secretariat was established pursuant to an agreement reached at the May 1973 First Ministers' Conference and was designated a department of the federal government by an Order-in-Council dated November 29, 1973.

Year of Incorporation / Commencement: 1973

Organizational Context

Raison d'être

The President of the Queen's Privy Council for Canada is responsible for this organization. The Canadian Intergovernmental Conference Secretariat (CICS), established pursuant to an agreement reached at the May 1973 First Ministers' Conference, is an agency of the federal, provincial and territorial governments. Its mandate is to provide administrative support and planning services for intergovernmental conferences of First Ministers, Ministers and Deputy Ministers.

These intergovernmental conferences are a key instrument for consultation and negotiation among the different orders of governments and assist in the development of national and/or provincial/territorial policies. They are a critical component of the workings of the Canadian federation and represent a core principle of our democratic society.

By skillfully executing the logistical planning and delivery of these meetings, CICS not only relieves governments of the administrative process burden but also allows them to greatly benefit from significant cost efficiencies and economies of scale.

Responsibilities

The mandate of the Secretariat is to support federal, provincial and territorial governments in the planning and conduct of senior level intergovernmental conferences held across Canada. The primary objective of CICS is to relieve client departments of the numerous technical and administrative tasks associated with the planning and conducting of multilateral conferences, thereby enabling participants to concentrate on substantive intergovernmental policy issues. CICS provides continuous, effective, impartial administrative services to these meetings.

Benefits for Canadians

The planning and conduct of multilateral meetings of First Ministers, Ministers and Deputy Ministers is a critical component of the workings of the Canadian federation. By skillfully and professionally planning and delivering services at these meetings, CICS allows governments to discuss important issues without getting distracted by process. The risk of error and omission is significantly mitigated by tapping into the Secretariat's experience and impartiality.

The interests of all Canadians are represented by their elected governments participating in these intergovernmental conferences.

As an institution dedicated to supporting events that give rise to, and support the spirit of cooperation and negotiation among governments, CICS seeks to execute its role to maximum effect, producing an environment conducive to rational discourse and optimal decision-making, to the benefit of all Canadians.

Federal, provincial and territorial governments greatly benefit from significant cost efficiencies and economies of scale through the use of CICS. This is particularly relevant in the current fiscal environment.

Strategic Outcome and Program Alignment Architecture

CICS is a micro agency with a single program mandate. Its Program Alignment Architecture is presented below.

1. Strategic Outcome: Senior-level intergovernmental conference services are professionally and successfully delivered.

1.1 Program: Conference Services

Internal Services

Organizational Priorities

Priority	Type	Strategic Outcome
Enhance and expand strategic partnerships.	Ongoing	Senior-level intergovernmental conference services are professionally and successfully delivered.
Description		

Why is this a priority?

In order for CICS to successfully deliver its strategic outcome, the agency must be recognized among all governments as providing an essential service in the process of intergovernmental collaboration. Through improved dialogue and greater collaboration with our partners and our clients, this priority will help maintain our existing clientele, increase the Secretariat's visibility among potential partners and offer opportunities for increased understanding of the unique and constructive role played by the Secretariat.

What are the plans for meeting this priority?

- Seek opportunities through effective use of Small Department and Agency (SDA) networks and direct contacts;
- Enhance dialogue with the provinces and territories; and
- Work with intergovernmental sectors in order to provide leadership to horizontal sharing of information and best practices.

Priority	Type	Strategic Outcome
Transform our service delivery model.	Ongoing	Senior-level intergovernmental conference services are professionally and successfully delivered.

Description

Why is this a priority?

This priority will ensure continuous improvement in the service delivery model by aligning people, processes and technologies to reflect the current environment, the demands of the future and the changing needs of clients. It will also allow for the achievement of greater efficiencies.

What are the plans for meeting this priority?

- Deliver virtual conferences;
- Integrate and enhance technologies into service delivery processes and day-to-day operations;
- Create internal committees to review CICS service delivery model to identify potential savings and efficiencies;
- Involve clients in the determination of service improvements;
- Efficient information management of conference records; and
- Review and develop training strategies for successful integration of new employees.

Priority	Type	Strategic Outcome
Review and adapt management practices to increase efficiencies.	Ongoing	Senior-level intergovernmental conference services are professionally and successfully delivered.

Description

Why is this a priority?

In light of the current economic environment, CICS is continuing to focus on shared services solutions, technology enhancements and cost efficiencies. This priority will ensure transparency and accountability and contribute to achieving excellence in management practices, resulting in effective and efficient use of resources in support of CICS's strategic outcome.

What are the plans for meeting this priority?

- Review and/or renegotiate shared-services agreements with other organizations for integrated service delivery;
- Review the program evaluation strategy and develop new assessment tools as required;
- Develop a risk management framework;
- Develop an internal control management framework; and
- Implement common HR and financial management business processes and practices.

Priority	Type	Strategic Outcome
Continue to build a capable, confident and high performing workforce	Ongoing	Senior-level intergovernmental conference services are professionally and successfully delivered

Description

Why is this a priority?

The agency's greatest asset remains its personnel. This priority will seek ways to empower and motivate employees, build internal capacity, and provide flexible means of working in order to foster a culture of continual improvement and innovation.

What are the plans for meeting this priority?

- Continue to provide training and development opportunities for all employees;
- Implement the new Performance Management Directive; and
- Continue to improve internal communication processes and tools.

Risk Analysis

Senior management conducted an in-depth risk management exercise where all corporate risks were evaluated and the agency's Risk Management Plan was updated.

The current challenges facing the Secretariat consist of managing a number of key personnel departures, maintaining an appropriate arm's length relationship with Central Agencies and managing financial resources appropriately in order to uphold quality service levels.

The Secretariat's program and service delivery model continues to evolve to meet stakeholder needs and expectations. Even though intergovernmental meetings are on the rise, it continues to be a time of fiscal restraint for our federal, provincial and territorial partners. The integration of new technologies and the expansion of services has allowed for increased collaboration and offered more flexibility to clients.

The agency's mandate and sole program is to manage senior level intergovernmental conference activities undertaken by federal, provincial and territorial governments and their respective departmental organizations. The Secretariat serves all 14 jurisdictions equally and thus, must ensure that its services remain pertinent, confidential and impartial to all clients.

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Human Resource Management There is a risk that the organization will be unable to sustain an adequate workforce with the appropriate competencies due to a large turnover of staff (retirements & departures, provincial/territorial secondment rotations), and the outcome of current labour negotiations, resulting in potential errors, client dissatisfaction, and loss of confidence in the organization.	CIDS plans to continue mitigating this risk through the implementation of its Human Resources Plan and Business Continuity Plan. In order to ensure knowledge transfer, procedural manuals will be updated and experienced personnel will continue to mentor new employees.	Conference Services; Internal Services
Governance and strategic direction There is a risk that the provincial/territorial stakeholders may not perceive CIDS as being neutral which could negatively affect the number of requests for services being requested by provincial/territorial meetings.	CIDS plans to mitigate this risk by enhancing communication with our provincial/territorial partners to increase the organization's visibility and strengthen stakeholders' loyalty. CIDS is exempt from the *Federal Access to Information and Privacy Act* and the Federal Identity Program and will continue discussions around the impacts of Web Renewal on the organization.	Conference Services; Internal Services
Financial Management There is a risk that sufficient resources may not be available to maintain quality service levels for client groups because of rising operational costs, fiscal restraints and increased stakeholder expectations.	CIDS plans to mitigate this risk through rigorous forecasting, effective budgeting and stronger internal controls. Efficiencies in business processes continue to be identified and evaluated.	Conference Services; Internal Services

Planned Expenditures

Budgetary Financial Resources (dollars)

[illegible] Main Estimates	[illegible] Planned Spending	[illegible] Planned Spending	[illegible] Planned Spending
[illegible]	[illegible]	[illegible]	[illegible]

Human Resources (Full-Time Equivalents (FTEs))

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Budgetary Planning Summary for Strategic Outcome and Programs (dollars)

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]							
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

The increased spending during 2015-16 is mainly due to an increase in the number of conferences and events (2015-16: 86 conferences and 61 events; 2015-16: 75 conferences and 49 events)

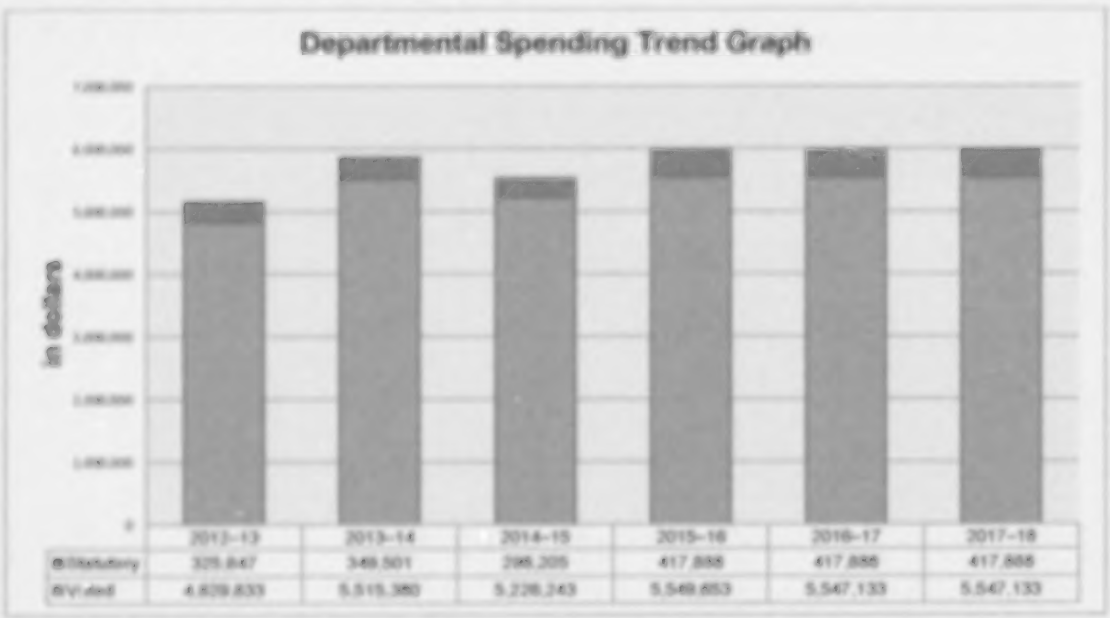
As of December 31, 2016 during the 2016-17 fiscal period, CICS provided its services to 40 conferences (60 events), 19 of which were teleconferences. The forecast from January 1, 2017 to March 31, 2017 shows 15 additional conferences, 6 of which will be teleconferences and one which will be a virtual video-conference. This increase in virtual meetings will result in significant cost savings for transportation and communication, rentals and interpretation services.

Alignment of Spending With the Whole-of-Government Framework

Alignment of 2015–16 Planned Spending With the Whole-of-Government Framework[1] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2015–16 Planned Spending
Senior-level inter-governmental conference services are professionally and successfully delivered	1.1 Conference Services	Government Affairs	Well-managed and efficient government operations	4,141,822

Departmental Spending Trend



Please note that actual expenditures from Public Accounts were used for the years 2012-13 and 2013-14. The remaining years are forecast amounts.

It is important to note that the CICS does not convene intergovernmental meetings. It is called upon to respond to decisions taken by governments to meet on key national or specific issues. Decisions concerning the location of such meetings, their number in a given fiscal year, their timing and duration, are all factors beyond the control of the Secretariat. The level of CICS expenditures for each fiscal year is, however, directly affected by these factors. The Secretariat is funded at a level sufficient to finance 100 conferences (or 70 events) annually. An event can consist of one or two conferences and it is used to plan the budget for each of the conferences in terms of transportation and communication, rentals, translation and interpretation services. This is the reason why our planned spending is higher than the actual spending.

The increased spending during 2013-14 is mainly due to an increase in the number of conferences and events (2013-14: 86 conferences and 61 events; 2012-13: 73 conferences and 49 events).

As of December 31, 2014 during the 2014-15 fiscal period, CICS provided its services to 81 conferences (60 events), 13 of which were teleconferences. The forecast from January 1, 2015 to March 31, 2015 shows 13 additional conferences, 4 of which will be teleconferences and one which will be a virtual video-conference. This increase in virtual meetings will result in significant cost savings for transportation and communication, rentals, translation and interpretation services.

For the upcoming 2015-16 fiscal period, it is unknown at this time how the 2015 federal election and the scheduling of a number of provincial and territorial elections will impact on the number of conferences during 2015-16.

Estimates by Vote

For information on the Canadian Intergovernmental Conference Secretariat's organizational appropriations, consult the *2015–16 Main Estimates* on the Treasury Board of Canada Secretariat website.[ii]

Section II: Analysis of Program by Strategic Outcome

Strategic Outcome: Senior-level intergovernmental conference services are professionally and successfully delivered

Program 1.1: Conference Services

Description

Provision of expert, impartial support services for the planning and conduct of First Ministers, Ministers and Deputy Ministers level federal-provincial-territorial and provincial-territorial conferences.

The CICS does not convene intergovernmental meetings. It is called upon to respond to decisions taken by governments to meet on key issues. Decisions concerning the location of such meetings, their number in a given fiscal year, their timing and duration, are all factors, beyond the control of the Secretariat. The level of CICS expenditures for each fiscal year is, however, directly affected by these factors.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
4,141,822	4,141,822	4,140,073	4,140,073

Human Resources (Full-Time Equivalents [FTEs])

2015–16	2016–17	2017–18
23	23	23

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Professionally planned and supported conferences, including effectively addressing unforeseen challenges.	Client satisfaction levels for the full range of CICS services provided in support of PT and FPT conferences.	90% or higher positive response rate.	March 31, 2016
Clients' and conference participants' conference needs identified and addressed accordingly.	Client satisfaction levels for the full range of CICS services provided in support of PT and FPT conferences.	90% or higher positive response rate.	March 31, 2016

Planning Highlights

The Conference Services program delivers the Agency's core mandate and consequently, is responsible for the professional and successful delivery of its services to senior-level intergovernmental meetings. While intergovernmental meetings are on the rise, it continues to be a time of fiscal restraint for our federal, provincial and territorial partners. The challenge for CICS in this environment is to maintain the high level quality services that have become its trademark while modernizing its service delivery model.

Therefore, initiatives are planned to continue to build and strengthen relationships with its clients, to be proactive in providing the support they need and to encourage the use of new technologies both internally and in conference service delivery. Flexibility must continue to be the main focus for the program so that the organization remains in a position to offer its services in the most cost effective way possible. More effort will also be expended to engage clients in the choice and development of future initiatives and services and finally, a greater emphasis will be placed on the use of internal committees for program decision-making.

All of these initiatives are aligned with the four organizational priorities of the Secretariat:

1. Enhance and expand strategic partnerships;
2. Transform our service delivery model
3. Review and adapt management practices to increase efficiencies;
4. Continue to build a capable, confident and high performing workforce.

In 2015-16, client surveys of both planners and conference delegates will continue to be carried out with a target satisfaction rate set at 90%. The Secretariat will continue to analyze and report on various client survey results and client satisfaction letters.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
1,825,719	1,825,719	1,824,948	1,824,948

Human Resources (FTEs)

2015–16	2016–17	2017–18
9	9	9

Planning Highlights

The Internal Services program is expected to support CICS in meeting its mandate through sound management and careful stewardship of assets, financial and human resources, and information technology services.

In order to evaluate its performance, the Secretariat will continue to analyze and report on audit results and reviews in relation to the identified targets.

Approximately 1 million dollars of internal services planned spending is for salaries. The balance of the spending will be reviewed to ensure proper activity allocation but is expected to remain stable.

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations provides a general overview of the Canadian Intergovernmental Conference Secretariat's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented condensed statement of operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Report on Plans and Priorities are prepared on an expenditure basis, amounts differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, can be found on the Canadian Intergovernmental Conference Secretariat's website[iii].

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31
(dollars)

Financial Information	2014–15 Estimated Results	2015–16 Planned Results	Difference
Total expenses	6,282,198	6,685,697	(403,499)
Total revenues	-	-	-
Net cost of operations	6,282,198	6,685,697	(403,499)

Based on current demand, CICS is anticipating an increased demand for videoconferencing services and teleconferences. The planned expenditures for 2015-16 also includes planned increases in salaries as per collective agreements and strategic investments in videoconferencing technology.

Supplementary Information Tables

The supplementary information tables listed in the *2015–16 Report on Plans and Priorities* can be found on the Canadian Intergovernmental Conference Secretariat's website[iv].

- Upcoming Internal Audits and Evaluations Over the Next Three Fiscal Years[v]; and
- Greening Government Operations[vi].

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[vii] publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

Canadian Intergovernmental Conference Secretariat

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Ottawa, Ontario
K1N 8V5

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Ottawa, Ontario
K1P 5V9

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Appendix: Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

Target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

Whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i. Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

ii. *2015–16 Main Estimates*, http://publiservice.tbs-sct.gc.ca/ems-sgd/esp-pbc/me-bpd-eng.asp

iii. 2015-16 Future-Oriented Statement of Operations, http://www.scics.gc.ca/english/view.asp?ccid=206

iv. http://www.scics.gc.ca/english/view.asp?x=198

v. Upcoming Internal Audits and Evaluations Over The Next Three Fiscal Years, http://www.scics.gc.ca/english/view.asp?ccid=208

vi. Greening Government Operations, http://www.scics.gc.ca/english/view.asp?ccid=209

vii. *Tax Expenditures and Evaluations* publication, http://www.fin.gc.ca/purl/taxexp-eng.asp